Healthy Food, Healthy Iowans, Healthy Communities

Public Health Tools to Advance Healthy, Sustainable Food Systems

Part 2. A Community Food Systems Assessment & Planning Toolkit for Local Public Health Agencies

Iowa Department of Public Health

June 2014

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Introduction

Community Transformation Grant

The Community Transformation Grant (CTG) was a program of the Centers for Disease Control and Prevention (CDC). It was a signature program of the Prevention and Public Health Fund, made possible by the Affordable Care Act. The grant's purpose was to prevent leading causes of death and disability through five strategic directions, changes in the community, and growing the health care system.

From 2011 to 2014, a fourth of counties in Iowa focused on four strategic directions, including: Tobacco Free Living, Active Living & Healthy Eating, Clinical Preventive Services, and Safe & Healthy Environments. The Iowa CTG implementation counties represented nearly 60% of all Iowans living in poverty, 74% of Iowa's non-white population and 62% of Iowans with severe disabilities or at great risk of disability.

As part of the Active Living and Health Eating strategy, Iowa will increase the number of Iowa counties covered under a comprehensive food systems plan from 0 to 99 by September 2016 (*Reach = 3,007,856)*. The objectives of this initiative were to:

- Develop a community food system assessment tool to identify gaps and assets in the food system from grower to eater.
- Provide training programs and technical assistance on community food system assessment for state and local public health staff.
- Integrate a food system assessment module into the Community Health Needs Assessment & Health Improvement Planning process.

The *Healthy Food, Healthy Iowans, Healthy Communities: Part 2. A Community Food System Assessment Toolkit for Local Public Health Agencies* is designed to guide public health practitioners and community stakeholders in assessing, planning, implementing and evaluating food system initiatives.

Community Food Systems Assessment and Planning Process

What is a Community Food System Assessment?
A *food system assessment* is a cooperative and participatory process that systematically examines a broad range of food issues and assets (indicators), so as to inform policy, system and environmental changes at a local, county, regional or state level. Often led by a team of food system stakeholders, community food system assessments may be conducted per specified region, such as census tract, city, county or group of counties.

How Can a Community Food System Assessment Benefit Public Health?
Similar to the Community Health Needs Assessment and Health Improvement Planning (CHNA&HIP) process, a food system assessment may increase community involvement, collaboration, and integration across programs and leverage new resources. The information gathered may lead to more strategic and effective public health action and can build broader support for public health initiatives. A food system assessment can lead to important changes in the community's food system, such as increased access to healthful food for low-income Iowans, local economic development, and improved public health.

Public health will benefit from food system assessments through:
- Broader awareness and visibility of food system-related issues,
- Improved public health program development and coordination,
- Stronger or new networks and coalitions,
- Increased community participation in shaping the food system,
- Positive changes in environmental and policy changes affecting the food system, and
- Greater community capacity to create positive change.

How Can Local Public Health Agencies Advance a Healthy, Sustainable Food System?
Local public health practitioners are well prepared to lead community food system initiatives by serving in the following functions:
- **Convening.** Provide leadership in assembling food system stakeholders from the community in food system discussions. Become a guiding force in the establishment of healthy and sustainable community food systems. Establish a food policy council in the community.
- **Assessment.** Integrate food system elements into the Community Health Needs Assessment and Health Improvement Planning process. The findings may lead to encouraging municipalities to include food system and sustainability goals in their comprehensive plan (e.g., agricultural land preservation and smart growth strategies).
- **Educating and Assisting.** Host networking and educational opportunities where stakeholders have access to one another as well as local, state or national experts on healthy, sustainable food systems. Inform partners of funding opportunities that support food system initiatives. Provide technical assistance or letters of support to stakeholders applying for loans or grants.

What are the Key Elements of A Food System Assessment?
A community food system assessment is a flexible and multi-faceted approach that can be applied in many different ways. Although assessments may be prescriptive, a food system assessment is guided by community participation, social values, agricultural landscape, public health priorities and local politics. Therefore, the scope, form and outcomes of a community food system assessment will vary from county to county.
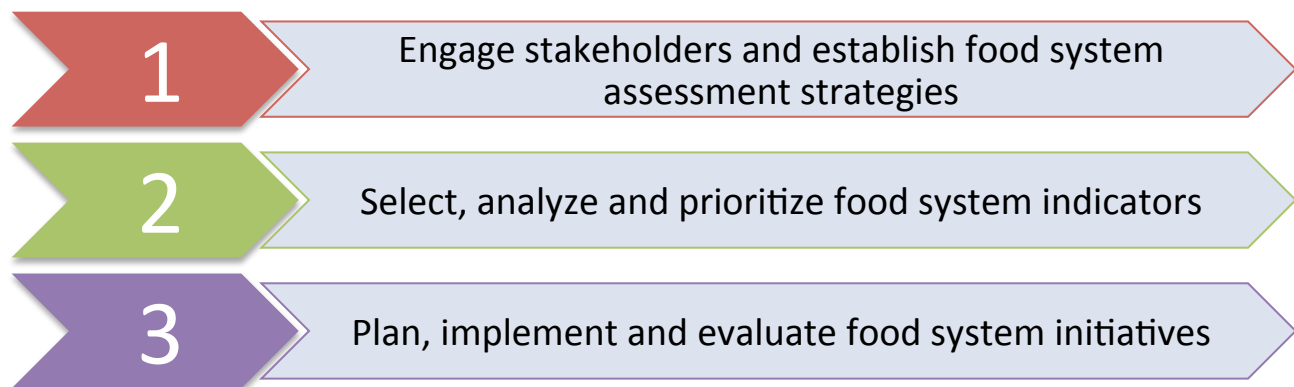
Regardless, there are key elements of a community food system assessment that should be considered. They include an analysis of community food system needs and assets, selecting priorities, crafting objectives and plans, implementing the plans and evaluating the impact.

A successful community food system assessment:
- Focuses on a geographically defined place, such as a county;
- Includes broad and diverse stakeholders and community members, many of who may not have interacted with public health;
- Relies on a cooperative and participatory approach that brings a range of perspectives and expertise and builds new relationships;
- Addresses the assets, needs, resources and the capacities of a community;
- Examines a range of food system issues and the links between these issues, community goals and human, social, economic and ecological health;
- Implements rigorous data collection methods;
- Leverages resources to effectively to meet the time and resource demands;
- Broadens awareness and visibility of food system issues; and
- Contributes to positive policy, system and environmental changes that advance a healthy, sustainable food system.

What is the Process for Conducting a Community Food System Assessment?
Conducting a community food system assessment follows the same steps as you would to conduct a Community Health Needs Assessment & Health Improvement Plan. The three phases include:

1	Engage stakeholders and establish food system assessment strategies
2	Select, analyze and prioritize food system indicators
3	Plan, implement and evaluate food system initiatives

What Additional Resources are Available to Support the Process?
There are many helpful tools available to guide local public health agencies through assessment, planning and evaluation processes, they include:
- CDC Community Health Assessment aNd Group Evaluation (CHANGE) Action Guide (http://www.cdc.gov/healthycommunitiesprogram/tools/change/pdf/changeactionguide.pdf)
- Community Tool Box (http://ctb.ku.edu/en/default.aspx)
- Moving to the Future (http://www.movingtothefuture.org/)
- Community Food Security Coalition. What's Cooking in Your Food System? A Guide to Community Food Assessment (http://www.foodsecurity.org/CFAguide-whatscookin.pdf)

Additional resources are available in **Appendix A Food System Resources**.

| 1a | Identify food system stakeholders |

| 1b | Convene food system meetings |

| 1c | Develop community food system assessment strategy |

1a. Identify Food System Stakeholders

Food system assessments entail a broad examination of diverse issues, many of which are new to public health. This requires the engagement of diverse stakeholders who represent food system sectors (production, transformation, distribution/retail, access/consumption, waste management) as well as those with expertise in economics, natural resources, nutrition and health, and social services. Stakeholders may be from private, non-profit, government, civic or academic entities. They also may include citizens, youth and seniors. ***Stakeholders are valuable to a community food system assessment and planning process and creating relationships is key to successful initiatives.*** To maximize stakeholders' time, food system assessments could be integrated into existing coalitions, networks or partnerships and expanded as appropriate.

When inviting stakeholders to participate in community food system discussions, consider the following:[1]

- **Interest and expertise.** Invite stakeholders who have interest and/or experience collecting and analyzing data and information. They can serve as an advisor and provide technical assistance, or lead the data collection process.
- **Committee structure.** A food system team may involve stakeholders working at different levels. For example, a leadership committee may develop and oversee the food system assessment strategy, an assessment committee may review and analyze data, and the larger food system stakeholder group may periodically provide feedback and support to the committees.
- **Capacity.** A rural community may have few groups that work on food-related issues, whereas an urban community could have dozens of groups offering food-related programs and services. The capacity of a community will decide the depth and breadth of a food system assessment.
- **Resources.** Consider opportunities for leveraging community resources in conducting a food system assessment. Community foundations or civic groups may offer direct or indirect support for food system assessments. Students and interns could assist with collecting and analyzing data. Counties could pool resources and collaborate on data collection.
- **Perspectives.** As with diverse food system stakeholders, there will be diverse perspectives and opinions as to what constitutes a healthy, sustainable food system. The keys to navigating diverse perspectives is using an evidence-based approach to data collection and analysis, identifying common areas of agreement and nurturing relationships among stakeholders.

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[1] Adapted from "How to Involve Partners." 2009. *Moving to the Future*

Regional Food Systems Working Group of Iowa
https://sites.google.com/site/iowarfswg/home

The Regional Food Systems Working Group of Iowa (RFSWG) maximizes the potential for community-based, economically sustainable, and environmentally and socially responsible food enterprises by supporting education, conducting research and facilitating partnerships. A regional food system supports long-term connections between farmers and consumers while helping to meet the health, social, economic and environmental needs of communities within that region. Representatives from more than 25 groups across Iowa meet quarterly to discuss and coordinate efforts to build more vibrant regional food systems by:
- Identifying the key elements found in specific geographic areas that create a vibrant and sustainable regional food system;
- Working with leaders and food businesses in specific geographic areas and/or communities to identify and support the key elements that are not yet well developed;
- Helping to identify and measure key indicators that determine whether there is positive change in the regional food system as a result of projects or programs; and
- Developing and implementing a process for continuous learning across Iowa about what it takes to make a regional food system more vibrant and sustainable.

The Regional Food Systems Working Groups are a great partner for working on Community Food Systems Assessment. To find the coordinator for your county, go to https://sites.google.com/site/iowarfswg/the-team

ACTION	**Go to Worksheet 1: Community Food System Stakeholder Checklist (Appendix B) for a list of potential food system stakeholders. Extend a welcome to them to gauge interest in participating in the community food system assessment and planning process.**

1b. Convene Food System Meetings

Food system work is built on relationships and connections. The first meeting of food system stakeholders sets the stage for moving forward and gets them to return. The following are suggestions for organizing a successful gathering.

- Create an exciting invitation that clearly outlines the who, what, when, where and why - with special emphasis on the 'why.'
- Host the first gathering in a 'neutral' space such as a library, hospital, community center or other public space.
- Select a dynamic convener(s) who has some food system knowledge and can successfully navigate groups through the discussions.
- Provide sufficient background to stakeholders so they have a basic understanding of the function of the gatherings and the role they may play.
- Discuss what is a community food system and the impacts on public health. This may need to be repeated as more stakeholders join future gatherings.
- Establish ground rules and brainstorm about process, communication, timelines and outcomes.
- Divide into subcommittees to share the workload.
- At the end of each gathering, recap the action items and timelines. Communication between meetings keeps stakeholders engaged.
- Last, a food system meeting isn't a meeting without food. Sampling foods produced in the community can highlight local producers and processors.

ACTION	**Using Worksheet 2: Food System Meeting Checklist (Appendix B) as a guide, create an agenda, invite speakers, reserve a location, extend an invitation to food system stakeholders and order refreshments.**

1c. Develop a Community Food System Assessment Strategy

There is not a single best approach to conducting a community food system assessment. A food system assessment strategy can be fluid and flexible based on the needs of stakeholders. Conducting an assessment can be broken down into small tasks that can be done over time. Set aside some time every week or every month to work through this process. Consider the following ingredients that contribute to a successful action plan or strategy:

- **Focus.** The focus, or mission, of the work is to complete a community food system assessment and plan. This will ensure all stakeholders understand the outcomes of the work.
- **Plan.** Complete a written plan that specifies tasks, timelines and stakeholder assignments (what, when, who and how). Include communication and meeting organization tasks in the plan.
- **Leadership.** Identify a core team of champions who will assume the lead on the various components of the assessment. A shared leadership approach will ensure that minimal upheaval will occur if there is a change in leadership.
- **Resources.** Identify stakeholders who can provide meeting space, refreshments, staff time, etc. as in-kind contributions to support food system assessment efforts.
- **Documentation.** Ask stakeholders to keep a record of what they have done and how they have done it. Having documentation is invaluable for monitoring progress, reaching milestones and replicating tasks. Having this documentation may also aid in leveraging grant dollars.
- **Technical assistance.** Compile a list of individuals or organizations that may be able to provide assistance with specific activities, such as data analysis, securing resources or reporting.
- **Report outcomes.** Regularly sharing accomplishments keeps stakeholders engaged, maintains momentum, and demonstrates accountability.
- **Celebrate.** Food system assessment and planning can be challenging processes. Celebrating successes throughout the journey builds morale, momentum and relationships.

Several factors affect the amount of time it takes to conduct an assessment. It can take anywhere from a few months to one to two years depending upon size and engagement of stakeholder group, resources, availability of technical assistance and competing demands. The actual work time on the specific tasks is much less, but because this is a process involving many people and meetings the time from start to end can be long – so plan accordingly.

ACTION	**Complete Worksheet 3: Community Food System Assessment Strategy (Appendix B) to detail the activities, timeline, resources needed and responsibilities.**

Phase 2. Select, Analyze and Prioritize Food System Indicators

2a Select food system indicators and collect data

2b Engage the community to identify assets and gaps

2c Analyze data, determine trends and priorities

2a. Select Food System Indicators and Collect Data

Food system data, when complimented with demographic and chronic disease data, provides a robust snapshot of the links between the food system to the health of the population. Before starting, assess resources, such as stakeholders, funding, skills and time, to ensure what is planned can be completed.

Collect as much information as possible given the timeframe and the capacity of stakeholders. Share the workload. Teams may separate the data by food system sectors and have different people take the lead on different sectors. A data collection team may be most comfortable starting with food access, consumption and health data and then collecting data from the other sectors.

In general, the more information collected, the more robust the assessment. Stakeholders will need to balance this work with making this step manageable and in getting the work done in a reasonable amount of time. Although this step may be tedious, there are several advantages for collecting this information including:

- **Knowledge.** Understanding the facts presents a reality of where a food system is and where it could be.
- **Credibility.** Knowing food system trends, can boost the credibility of public health and can increase opportunities for project funding.
- **Awareness leads to change.** Tracking food system data can raise community awareness of the extent of needs and assets, how the community may be doing in relation to other communities or the state, or the progress made following the implementation of food system policy and environmental changes.

Food Systems Data

Worksheet 4. Community Food System Assessment Data Collection Table (Appendix B) is a table to organize the indicators identified by the local public health agency. A menu of additional food system data and sources has been assembled as part of this toolkit (Appendix B, Worksheet 5). This is not an exhaustive list but a sampling of indicators that can be analyzed from human, environmental, social and economic health dimensions. Assessment teams are encouraged to choose additional indicators based on stakeholder interest, relevance to the county, capacity and timelines. Secondary data can be accompanied by primary data collected locally.

Criterion for data selection included:
- Valid and measurable;
- Available from a reliable and credible source;
- Timely and collected and reported consistently in order to establish trends;
- Publicly available and understandable (transparent);
- Available at the county level with comparisons to regional or state levels; and
- Relevant to supporting the goals of the county and to advance a sustainable food system which supports healthier Iowans, communities, economies and the environment.

ACTION	**Review the indicators from the food system sector data menus in Worksheet 5 (Appendix B) and add to Worksheet 4.** **Add the county name to the heading of each table in Worksheet 4.** **Collect three to five years of trend data for each indicator and record on Worksheet 4.** **Note: Worksheet 4 is simply a template to guide the data collection and can be tailored to best meet the needs of the assessment team.**

2b. Engage the Community to Identify Assets and Gaps

Citizen participation can compliment data collection and may be a valuable tool for assessing community beliefs and perceptions about the food system. A public forum, or listening session, engages community members to discuss what they feel are important issues such as food system assets and gaps and solutions to address food system challenges. They can provide valuable insights into the community, link with those who are willing to assist the food system assessment and planning process, and serve as a sounding board for food system planning.

> **For more information about conducting a public forum go to**
> **http://ctb.ku.edu/en/tablecontents/sub_section_main_1021.aspx.**

For the purposes of this toolkit, the community food system assessment focuses on secondary and primary data sources. For a more robust assessment, the data may be shared with the community and the responses may better inform food system priorities. To further advance the assessment, food system data may be paired with community opinion information, community environment information, and policy analysis.

ACTION	**Local public health agencies who are interested in conducting public forums or listening sessions on food system issues in the county, should contact their Regional Food System Working Group representative or county Extension office for support and guidance.**

2c Analyze Data, Determine Trends and Priorities

Although the data-gathering step takes the most time, planning adequate time for analyzing and reporting is essential. Analysis is the time when food system stakeholders start making decisions, so analyzing the data might take more than one meeting. Members of the data collection team can assemble all of the data, create graphs and prepare an overview of the data to the larger food system stakeholder group.

A tool to help stakeholders navigate through the data is to assign a status to each indicator based on three to five year trends. This may be done a number of ways, however categorizing each indicator, as green, yellow or red may be an effective labeling technique. This is somewhat of a subjective process, but can be a tool to assist stakeholders in reviewing the data and can help transition the discussion to priorities.

ACTION	**On Worksheet 4, Review the trend data and label each indicator with one of the following:** ● **Green = Trend is a positive or healthy direction** ● **Red = Trend is a negative or unhealthy direction** ● **Yellow = Trend is sporadic or flat (no change) and will be monitored**

Convening stakeholders to share the results of the community food system assessment provides a venue for exchange, dialog and consensus about priorities. The prioritization process consists of review and discussion of food system indicator trends, the capacity of the community to address an issue, the availability of resources to support an initiative, and the feasibility of implementing strategies for healthy change. Another consideration is how the food system issues link with other priorities in the Community Health Needs Assessment & Health Improvement Plan.

Last, reporting community food system assessment results is often forgotten. Share the priorities with the LBOH, LBOS, food system stakeholders, policy-makers and the community. Sharing the results with the community may support informed decision-making in such areas as community planning, resource allocation and partnerships.

ACTION	**Ask stakeholders to categorize each indicator by community priority and record on Worksheet 4.** **1 = Indicator is HIGH PRIORITY for the community** **2 = Indicator is MID-LEVEL PRIORITY for the community** **3 = Indicator is LOW PRIORITY for the community** **Share the results of the community food system assessment with LBOH, LBOS, food system stakeholders, policymakers and the community.**

Data analysis and prioritization can be challenging, especially with a group of stakeholders who may have diverse perspectives and values when it comes to the food system. Involving a skilled, neutral facilitator might be useful when stakeholders analyze the data and discuss priorities.

       A Community Food Systems Assessment & Planning Toolkit for Local Public Health Agencies

Phase 3. Plan, Implement and Evaluate Food System Initiatives

3a	Develop a community food system plan
3b	Implement food system plans
3c	Evaluate impacts

3a. Develop a Community Food System Plan
There are many tools available to public health practitioners that assist with planning and implementing new initiatives. Adopt a planning framework that you most commonly use or use a logic model as a framework for planning and evaluation. Establishing a plan will guide the implementation and evaluation of a food system initiative. Stakeholders also may search for communities in which similar food system initiatives were implemented to learn best practices. Effective food system initiatives are innovative strategies for changing policies, systems and environments that can advance a healthy, sustainable food system.

Policy, Systems and Environmental Change[2]
Societal policies and environments often influence many food system and public health challenges and either sustain health or fail to foster healthier individuals and communities. These challenges will not be solved solely by interventions targeted at changing individual choices and behaviors, but by a broader systems approach that changes environments and policies that support healthy behavior changes. Policy, systems and environmental (PSE) changes are ongoing and produce behavior change over time. Thorough and ongoing assessment and evaluation, community engagement, education and outreach, leadership development and skill building, and enforcement support PSE changes.

Systems Change: A system is an interconnected set of elements that is coherently organized in a way that achieves something.[3] System change impacts all elements, including social norms of an organization, institution, or system; and includes policy or environmental change strategies. Policies are often the driving force behind systems change.

- **Policy Change:** Laws, regulations, rules, protocols, and procedures, designed to guide or influence behavior. Policies can be either legislative, community or organizational in nature. Policies often mandate environmental changes and increase the likelihood that they will become institutionalized or sustainable. Examples include:

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2   Adapted from Centers for Disease Control and Prevention. Community Health Assessment aNd Group Evaluation (CHANGE) Action Guide: Building a Foundation of Knowledge to Prioritize Community Needs. Atlanta: U.S. Department of Health and Human Services, 2010.
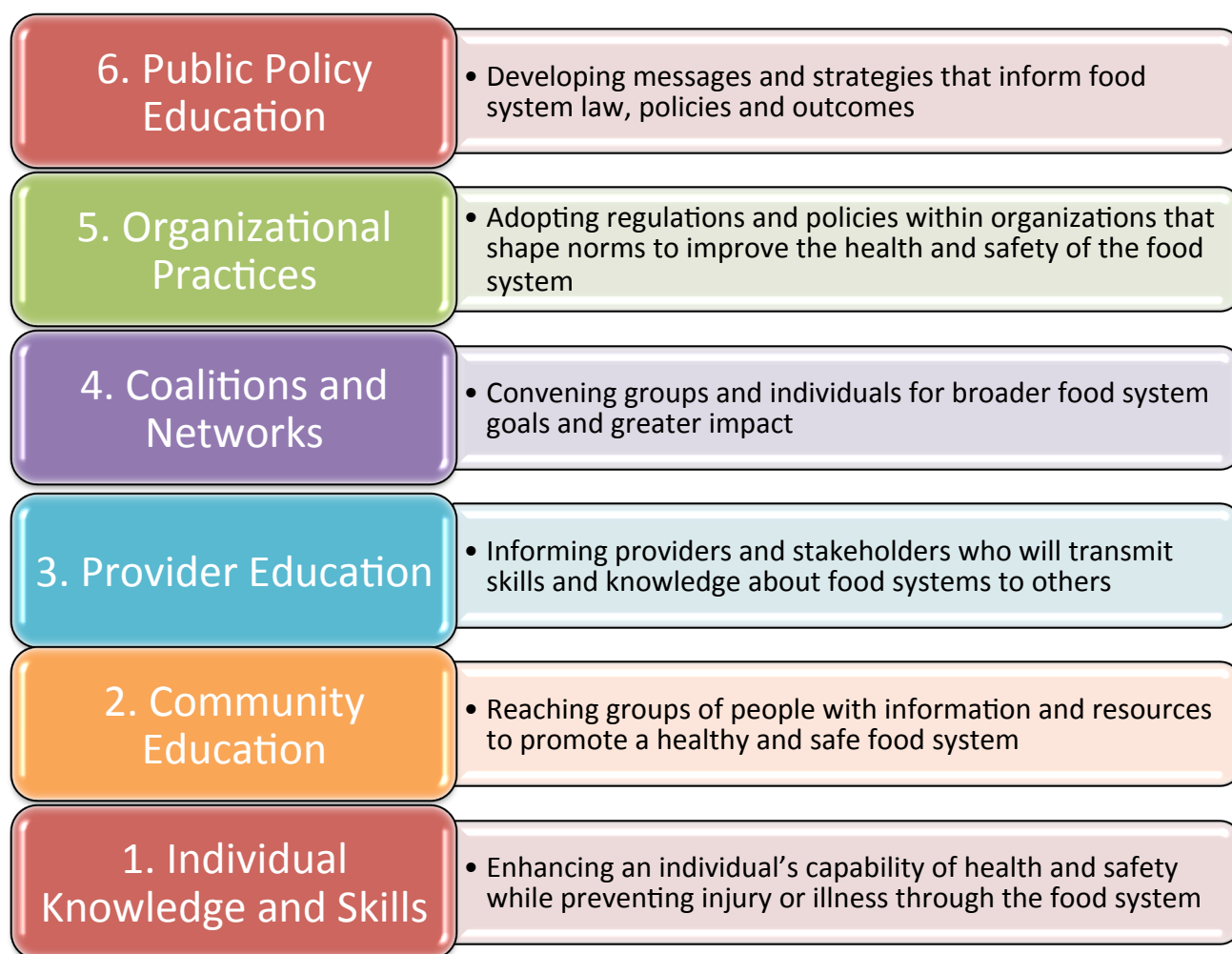3   Meadows D. *Thinking in Systems. A Primer.* Chelsea Green Publishing. White River Junction, VT. 2008.

- o *Legislative or public policies* include taxes on sugar sweetened beverages, provision of county or city public land for community gardens or farmers' markets, providing an incentive to SNAP participants to purchase fruits and vegetables; regulations governing farming and natural resource conservation, and clean water laws.
- o *Community policies* include implementing a lease agreement for a community kitchen, establishing faith-based gardens that grow produce for a food pantry, and establishing a residential food waste composting program.
- o *Organizational policies* include schools requiring healthy food options for all students, establishing a farmers' market in a hospital parking lot, menu labeling in restaurants, promote Meatless Mondays in the cafeteria, or a human resources policy that requires healthy foods to be served at meetings.

> ***Note: It is important for local public health agency staff involved with public policy initiatives to understand any possibly lobbying restrictions related to the program funding that supports their work.***

- **Environmental change:** Physical, social, or economic factors designed to influence people's practices and behaviors. Examples of alterations or changes to the environment include:
  - o *Physical:* Structural or ecological changes affecting the presence or absence of programs or services that support a healthy, sustainable food system. Examples of *structural or built environment* changes include placing a grocery store in a food desert, establishing walking/bike trails and bus routes that lead to a farmers' market, and integrating edible landscaping into public spaces. Examples of *ecological changes* include establishing buffer strips along waterways, limiting land taken out of agriculture production, and creating pesticide-free zones.
  - o *Social:* A positive change within a population in attitudes or behavior about food system policies that promote health. This may include an increase in supportive attitudes regarding a food system practice, including an increase in favorable attitudes of community decision makers about the importance of eliminating trans fat from processed foods, or adopting menu labeling guides in restaurants.
  - o *Economic:* The presence of financial disincentives or incentives to encourage a desired behavior, including grants for farmers for high-tunnel/hoop-houses for growing extension, resources for schools to purchase more food from local farmers, and severe penalties for manure spills that result in fish kills.

The *Spectrum of Prevention* (Figure 1) may be used as a guide when planning food system interventions. According to the Prevention Institute, the Spectrum identifies multiple levels of intervention and encourages public health practitioners to move beyond the perception that prevention is about teaching healthy behaviors. The Spectrum's six levels for strategy development is a framework for a more comprehensive understanding of prevention. These levels are complimentary and when used together produce a synergy that results in greater effectiveness than would be possible by implementing a single strategy. At each level, the most important activities related to prevention objectives should be identified. As these activities are identified, they will lead to interrelated actions at other levels of the Spectrum.[4]

Refer to *Healthy Food, Healthy Iowans, Healthy Communities. Part 1. Community Food Systems: A Primer for Local Public Health Agencies* for food system strategies categorized by the level of the Spectrum of Prevention.

6. Public Policy Education	• Developing messages and strategies that inform food system law, policies and outcomes
5. Organizational Practices	• Adopting regulations and policies within organizations that shape norms to improve the health and safety of the food system
4. Coalitions and Networks	• Convening groups and individuals for broader food system goals and greater impact
3. Provider Education	• Informing providers and stakeholders who will transmit skills and knowledge about food systems to others
2. Community Education	• Reaching groups of people with information and resources to promote a healthy and safe food system
1. Individual Knowledge and Skills	• Enhancing an individual's capability of health and safety while preventing injury or illness through the food system

Figure 1. Spectrum of Prevention[5]

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[4] Prevention Institute. Spectrum of Prevention. August 1999. Available at
http://www.preventioninstitute.org/component/jlibrary/article/download/id-643/127.html
[5] Adapted from Prevention Institute. Spectrum of Prevention. August 1999. Available at
http://www.preventioninstitute.org/component/jlibrary/article/download/id-643/127.html

ACTION	**Complete Worksheet 6: Community Food System Plan (Appendix B)**
Section 1	*Food System Priority*: List the indicator that was identified by food system stakeholders as a high priority. There may be several related indicators that support an objective. *Food System Sector:* List the food system sector (production, transformation, distribution/retail, access/consumption, waste management). *Food System Objective*: Objectives should be SMART: • Specific – tells how much of what is to be achieved or what will change by how much • Measurable – the information can be collected, detected or obtained • Achievable – the intended result is realistic • Relevant – the result fits with the mission of the group • Timed – a timeline is included *Description of the Objective*: State why this is a priority and why stakeholders chose this issue *Type of Intervention*: List the level(s) of the Spectrum of Prevention that this objective reaches. *Number of People Reached:* If successfully implemented, list how many people will be impacted by this objective. ***Describe how this plan links with the state-wide food system plan outlined in Cultivating Resilience:*** To access *Cultivating Resilience: A Food System Blueprint to Advance the Health of Iowans, Farms and Communities* go to http://iowafoodsystemscouncil.org/cultivating-resilience/.
Section 2	*Implementation Action Steps***:** List all the necessary tasks needing to be accomplished in order to achieve the objective. *Stakeholder(s) Responsible***:** Identify food system stakeholders charged with completing the task. *Due Date:* For each task, identify a month, day and year in which the task is to be completed. *Resources Needed:* List any tools, materials, funding or people needed to complete the task.
Section 3	*Evaluation Strategies:* List all the possible mechanisms for evaluating the completion of the action steps and achievement of the objective. *Stakeholder(s) Responsible***:** Identify food system stakeholders charged with completing the task. *Due Date:* For each task, identify a month, day and year in which the task is to be completed. *Resources Needed:* List any tools, materials, funding or people needed to complete the task.

ACTION	**Complete Worksheet 6: Community Food System Plan (Appendix B)**
Section 4	***Communication Strategies:*** List all the opportunities for communicating the progress and outcome of the food system plan. Vehicles for communicating may be internal (email, memo, staff meeting), written (CHNA&HIP, annual report, food system assessment report, handout), traditional media (newspapers, radio, TV), social media (Facebook, Twitter, Linked-In) and community (presentations, exhibits, webinar). ***Stakeholder(s) Responsible:*** Identify food system stakeholders charged with completing the task. ***Due Date:*** For each task, identify a month, day and year in which the task is to be completed. ***Resources Needed:*** List any tools, materials, funding or people needed to complete the task.

3b. Implement the Community Food System Plan

Fund the Community Food System Plan
Most food system initiatives will require a budget to estimate how much you have and how much money an initiative will cost. A budget should cover a specified time period and include revenue and expenses (or income and costs). Draft a budget narrative that details how the numbers in the budget were determined.

Investigate sources for funding the food system initiative. Funding may include cash or in-kind support such as staff time, materials, printing, tools and equipment, meeting space, refreshments, signage, etc. Sources of funds may include existing public health funds, community foundation grant, food system stakeholders, or state and federal agriculture or public health grants.

Carry Out the Community Food System Initiatives
Engaging as many food system stakeholders in the implementation phase ensures shared leadership, coordinated resources and accountability. During implementation, monitor and track progress, record key successes and challenges, make modifications as needed and discuss lessons learned. Depending upon the length of implementation, maintaining momentum and engagement among stakeholders is important to a successful food system implementation.

3c. Evaluate Impacts
Evaluation is a critical process of collecting information to determine the success of the food system plan. Robust evaluation plans establishes integrity, effectiveness, accountability and replicability of the food system plan. Evaluation occurs through ongoing monitoring during planning and implementation and a comprehensive review at the conclusion of a plan. There are many templates available to guide evaluation, including many versions of a logic model. Use an evaluation plan that is most suited for the initiative.

Process evaluation addresses questions related to how a food system plan is implemented. It compares what was planned to happen with what actually happened and addresses why an initiative succeeded, failed or requires revising. Examples of questions to ask include:
  • Were any action steps skipped?
  • Did you use multiple data collection methods?
  • How effective was the implementation phase of the community food system plan?
  • What resources were used? Was the plan on budget?
  • Are there any areas that went unaddressed? If so, why?
  • What challenges were encountered?
  • What adjustments were made to the plan?
  • What unexpected successes were gained?
  • What unintended consequences resulted from the plan?
  • Did the plan attract new stakeholders?
  • What new partnerships were formed?
  • What were key lessons learned?

Impact evaluation assess whether a food system plan achieved intermediate or long-term changes in the community. Examples of questions to ask include:

- What policies (public, organizational, community) were implemented that support a healthy, sustainable food system?
- How many individuals benefitted from this initiative?
- What changes were made to built environments that support a healthy, sustainable food system?
- What changes were made to natural environments that support a healthy, sustainable food system?
- How did this plan impact the health of individuals in the community?
- How did this plan impact the economic health of the community?
- How did this plan impact the ecological health of the community?
- How did this plan impact the social and cultural health of the community?

Report Results

Sharing the results of the food system plan is often forgotten. Reporting the results of stakeholder efforts provides opportunities to showcase progress and strengths; identifies areas where more support is needed; highlights gaps or areas needing technical assistance; builds greater capacity for food system work; and provides evidence and rational for sustained or new funding.

Food system plan results may be shared at Board of Health or Board or Supervisors meetings, town hall meeting, community forum, newspaper article, a white paper or policy brief. Lastly, thank the food system stakeholders for their involvement and support and celebrate accomplishments.

ACTION	**Complete Worksheet 7 Community Food Systems Outcomes Report (Appendix B).** **Share the final results with LBOH, LBOS, food system stakeholders, policymakers and the public.**

Appendix A. Food System Resources

The most comprehensive list of food system resources is available from the Food Policy Network, Johns Hopkins Bloomberg School of Public Health, Center for a Livable Future at http://www.jhsph.edu/research/centers-and-institutes/johns-hopkins-center-for-a-livable-future/projects/FPN/resource/

1. Abi-Nader J, et al. *Whole Measures for Community Food Systems: Values-based Planning and Evaluation.* Community Food Security Coalition. 2009. (http://foodsecurity.org/pub/WholeMeasuresCFS-web.pdf)
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Community Food System Assessments & Plans

Iowa
- Audubon County (IA) Food System Atlas (http://www.leopold.iastate.edu/pubs-and-papers/2002-09-community-food-systems-audubon)
- Benton County (IA) Food System Atlas (http://www.leopold.iastate.edu/pubs-and-papers/2002-09-community-food-systems-benton)
- Johnson County (IA) Food System Atlas (http://www.leopold.iastate.edu/pubs-and-papers/2002-09-community-food-systems-johnson)
- Marshall County (IA) Food System Atlas (http://www.leopold.iastate.edu/pubs-and-papers/2002-09-community-food-systems-marshall)
- Story County (IA) Local Food and Farm Plan (http://www.storycounty.com/adx/aspx/adxGetMedia.aspx?DocID=6532,21,6,1,Documents&MediaID=12426&Filename=Local+Food+and+Farms+-+BOS_Adopted_September_2010.pdf)

County
- Clark County (WA) Food System Assessment (http://www.clark.wa.gov/public-health/reports/documents/CCFA_FINAL.pdf)
- Kandiyohi County (MN) Local Food System Assessment (http://www.regionalpartnerships.umn.edu/public/KANDIYOHI%20COUNTY%20LOCAL%20FOOD%20SYSTEM%20ASSESSMENT.FINAL1.pdf)
- King County (WA) Food Assessment (http://king.wsu.edu/foodandfarms/KCFFICommunityAssessment.html)
- Missoula County (MT) Community Food Assessment (http://www.umt.edu/cfa/research.htm)
- Oakland (CA) Food System Assessment (http://oaklandfoodsystem.pbworks.com/w/page/7498248/FrontPage)
- San Diego County Food System Assessment (asi.ucdavis.edu/resources/publications/**sandiego**report.pdf)

Regional or State
- Delaware Valley Regional Planning Commission Food System Planning (http://www.dvrpc.org/reports/MIT018.pdf)
- Central Ohio Local Food System & Plan (http://www.morpc.org/pdf/CentralOhioLocalFoodAssessmentAndPlan2010.pdf)
- Greater Philadelphia Food System Study (http://www.dvrpc.org/reports/09066A.pdf)
- Northern Colorado Regional Food System Assessment (http://www.larimer.org/foodassessment/)
- Southern Illinois Community Food Assessment (http://www.eatsouthernillinois.org/Projects/CFA.html)

Appendix B. Worksheets

Worksheet 1. Community Food System Stakeholder Checklist

Worksheet 2. Checklist for Convening Community Food System Meetings

Worksheet 3. Community Food System Assessment Strategy

Worksheet 4. Community Food System Assessment Data Collection Table

Worksheet 5. Community Food System Sector Data Menu

Worksheet 6. Community Food System Assessment Plan

Worksheet 7. Community Food System Outcomes Report

Worksheets are available as MS Word document downloads. They are to be used as guides and can be modified to meet the needs of the local public health agency and food system stakeholders.

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Worksheet 1: Community Food System Stakeholder Checklist

The following members of the community may be valuable stakeholders to a community food system assessment and planning process. To maximize community members' time, community food system assessments could be integrated into existing coalitions, networks or partnerships and expanded as appropriate. As the stakeholder group grows, include representation that parallels the composition of the community. Creating bridges and relationships are key to successful community food system assessment and planning processes. This is not an exhaustive list, but a sampling of individuals and groups that may be engaged.

Community Food System Stakeholder Checklist					
Contacted (Y/N)	Stakeholder	Name	Organization	Email	Phone
County or Regional Representatives					
	Area Education Agency				
	Board of Health				
	Board of Supervisors				
	Chambers of Commerce				
	City Council				
	City/county engineer				
	Civic organizations				
	Community college				
	Community foundation				
	Community planner				
	Local food inspector				
	County game warden				
	Financial institutions				
	Food Policy Council				
	Grant makers/funders				
	Hospital				
	ISU Extension & Outreach				
	Local public health/environmental health				
	Mayor				
	Media				
	Regional Food System Working Group				

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Community Food System Stakeholder Checklist					
Contacted (Y/N)	**Stakeholder**	**Name**	**Organization**	**Email**	**Phone**
	Resource Conservation & Development				
	Rural development director				
	Soil and Water Commissioner				
	State legislator				
	Transportation authority				
	United Way				
	University/College				
	Youth				
	Other				
Production/Agriculture Representatives					
	Agronomist				
	Beekeeper				
	Commodity organization				
	Community garden organizers				
	Conservation groups				
	Established and beginning farmers				
	Faith-based gardens				
	Farmer – commodity				
	Farmer – livestock				
	Farmer – specialty crop (CSA or farmers market vendor)				
	Farming organization				
	FFA/4-H Leader or youth				
	Hunting/Fishing organizations				
	Implement dealer				

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Community Food System Stakeholder Checklist					
Contacted (Y/N)	**Stakeholder**	**Name**	**Organization**	**Email**	**Phone**
	School gardener				
	Seed dealer/coop				
	USDA Farm Service Agency				
	Other				
Transformation/Processing Representatives					
	Business development groups				
	Farmers market vendor				
	Inspectors				
	Large food processor				
	Locker owner				
	Small food processor				
	Other				
Distribution & Retail Representatives					
	Buy Fresh Buy Local Coordinator				
	Convenience store operator				
	Emergency preparedness staff				
	Food and beverage warehouse operator				
	Food cooperative owner				
	Food distributor				
	Food service worker				
	Food transporter/trucker				
	Grocery/Supermarket retailer				
	Inspectors				
	Restaurateur				

Community Food System Stakeholder Checklist					
Contacted (Y/N)	Stakeholder	Name	Organization	Email	Phone
	Other				
Food Access & Consumption Representatives					
	Americorps Vista (FoodCorps, HealthCorps)				
	Area Aging Agency/AARP				
	Chef				
	Community action program				
	Child care administrators/staff				
	District dietetic association				
	Faith-based service				
	Farmers market manager				
	Food pantry/food bank staff				
	Gleaning/food recovery organizations				
	Hospital administrators and food service staff				
	Physician/Pediatrician				
	PTA/PTO				
	Restaurant owners				
	School food service director				
	School nurse				
	School principal/superintendent				
	Social service agency				
	WIC staff				
	Other				

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Community Food System Stakeholder Checklist					
Contacted (Y/N)	Stakeholder	Name	Organization	Email	Phone
Waste Management Representatives					
	Commercial hauler				
	Compost companies				
	Environment/natural resource specialist				
	Municipal waste authority				
	Private waste management companies				
	Recycling centers				
	Sanitarian/Environmental Health Specialist				
	Other				

Worksheet 2: Food System Meeting Checklist

This worksheet was adapted from The Community Toolbox. Conducting Effective Meetings. Available at http://ctb.ku.edu/en/tablecontents/sub_section_tools_1153.aspx and from the Human Resources manual "Meetings that Matter" at The University of Kansas, enables meeting participants to evaluate the effectiveness of meetings

Tool #1. Overview on Conducting Effective Food System Meetings

Humorist Dave Barry has said, "If you had to identify, in one word, the reason why the human race has not achieved, and never will achieve, its full potential, that word would be 'meetings.'" It is possible, however, to conduct effective meetings. If you plan for each phase described here, your time and that of your stakeholders will be spent purposefully, and your meetings will contribute to the momentum of your food system initiative.

Phase 1: Planning
- ☐ Decide the goal of the meeting
- ☐ Do your homework
- ☐ Decide who needs to be there
- ☐ Plan with others
- ☐ Take care in setting the agenda (good agendas count)
- ☐ Reserve the location

Phase 2: Setting up the meeting
- ☐ Start and end on time
- ☐ Sign attendees in
- ☐ Have adequate space
- ☐ Build in social time
- ☐ Establish regular meeting cycles
- ☐ Provide healthful food and beverages

Phase 3: Running the meeting
- ☐ Do introductions
- ☐ Get agreement on the agenda and rules
- ☐ Keep the discussion on track
- ☐ Watch the time
- ☐ Summarize what you hear
- ☐ Encourage participation
- ☐ Use the power of your position wisely
- ☐ Develop new leaders by rotating facilitators

Phase 4: Follow-up
- ☐ Gather feedback from the group
- ☐ Make follow-up calls
- ☐ Summarize the meeting

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Tool # 2: Meeting Checklist

This checklist offers important points to remember before, during and after your food system meeting:
- ☐ Send written agenda to food system stakeholders in advance
- ☐ Confirm arrangements with presenters
- ☐ Make copies of the agenda available the day of the meeting or display the agenda on newsprint, white board or projected on a screen
- ☐ Make stakeholders feel welcome and valued. Remember to not open the meeting by saying "Where is everybody?" but instead, thank those who did give up their time to participate
- ☐ State the purpose of the meeting and rules for participating
- ☐ Treat each stakeholder with respect, despite differences in viewpoint, age, experience, gender, race, income and formal education
- ☐ Prime time is given to planning further action on important issues and/or projects
- ☐ Make time for announcements, special requests, etc., at the end of the meeting
- ☐ Ensure the focus of the meeting is on real food system issues rather than being a gripe session
- ☐ Start and end the meeting on time
- ☐ Assign responsibilities or action items for each decision made
- ☐ Set plans and a tentative agenda for the next meeting
- ☐ Request feedback about the meeting
- ☐ Keep routine reports brief. Have them written up and sent to stakeholders before the next meeting.
- ☐ Encourage stakeholders to stay around and talk after the meeting

Tool # 3: Checklist for Writing Minutes of the Meeting
- ☐ When did the meeting take place (Date & Time)?
- ☐ Include the food system stakeholder's name and title.
- ☐ Discuss each agenda topic covered briefly.
- ☐ State the issues brought up.
- ☐ What ideas were offered and who offered them?
- ☐ What solutions were agreed upon?
- ☐ What assignments were made and to whom?
- ☐ What deadlines were stated?
- ☐ What follow-up actions will be taken after the meeting? Who is responsible?

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Tool # 4: Meeting Summary
Meeting summaries need not be fancy, but they should be an accurate and complete record in order to support the ongoing work of the food system initiative. The form of your meeting summary is up to you, but a summary sheet works well because of its clarity. If your members prefer a traditional minutes format that includes summary of discussions, you can still make sure to record the following key items.

1. Basic Information
   a. Meeting of:
   b. Date and Time: [Don't forget the year!]
   c. Location:
   d. Person Presiding:
   e. Persons Present: [First and last names]

2. Decisions Made:
   a.
   b.
   c.
   d. Next meeting: time and place

3. Follow-Up Responsibilities (who will do what by when)

Task *Focus on action verbs – arrange, call, send out, identify, etc.*	Point Person(s) **This could be an individual, group or committee**	Due Date

4. Incomplete Items (next steps)

Task	Point Person	Due Date

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Tool # 5: Checklist for <u>Leaders</u> to Evaluate Food System Meetings

Prepare thoroughly
- ☐ State the purpose and goals of the meeting.
- ☐ Circulate an agenda in advance of the meeting.
- ☐ Invite the people needed to accomplish the goals.
- ☐ Did you use pre-meeting discussions to ensure participants were prepared?

Confront the issues
- ☐ Lead the group through the issues.
- ☐ Take a stand on tough issues.
- ☐ Seek definition of the solution.
- ☐ Bring the meeting to the point of decision.
- ☐ Ensure that assignments are made and deadlines set.

Perform the way you wanted to
- ☐ Establish and adhere to participation guidelines.
- ☐ Be firm and assertive, yet, at the same time, fair to all participants.
- ☐ Encourage others to speak out and state their new ideas.
- ☐ You are open minded to the possibilities when new ideas are expressed.
- ☐ Adhere to the start and stop times.

Follow-up with your leadership
- ☐ Confirm assignments and deadlines by memo.
- ☐ Confirm assignments with your supervisor.
- ☐ Distribute minutes of the meeting within 48 hours.
- ☐ Acknowledge help and significant contributions by others.
- ☐ Identify ways to improve your leadership next time.

Tool # 6: Checklist for <u>Stakeholders</u> to Evaluate Food System Meetings

Prepare thoroughly.
- ☐ Know the purpose and goals of the meeting.
- ☐ Obtain an agenda in advance of the meeting.
- ☐ Determine what is applicable to your position and department.
- ☐ Formulate a position on each agenda topic.
- ☐ Develop a rationale for your position (pros and cons).
- ☐ Develop a compromise position.

Confront the issues.
- ☐ Speak out and state your position when the opportunity presents itself.
- ☐ Support your position with facts.
- ☐ Employ tact.
- ☐ Include the input of others when warranted.

Perform the way you want to.
- ☐ Help the leader achieve the meeting's purpose.
- ☐ Be an active listener and speaker.
- ☐ Volunteer for assignments.
- ☐ Speak briefly when making your points.
- ☐ Contribute your ideas in response to others.
- ☐ Clarify the assignments & deadlines for which you are responsible.

Follow-up your participation.
- ☐ Begin immediately on your assigned task.
- ☐ Meet with other participants to follow-up as needed.
- ☐ Acknowledge help provided by others.
- ☐ Identify ways to help improve your participation next time.

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Worksheet 3: Community Food System Assessment Strategy

Use the following outline to guide the community food system assessment work

1. Purpose of the community food assessment and plan:

2. Food system assessment and planning stakeholders:

3. Core assessment team:

4. Resources needed (space, time, refreshments):

5. Training/education and technical assistance needs (individuals or organizations):

6. Available food system data available (in addition to Worksheet 4):

7. Unavailable food system data (data you may need to collect):

8. Data collection methods:
   - ☐ Primary and secondary data sources:
   - ☐ Listening sessions or public forum
   - ☐ Interviews or focus groups
   - ☐ Surveys
   - ☐ Asset mapping

9. Data collector(s):

10. Present the data to the food system stakeholder group

Task	Point Person	Due Date

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Worksheet 4: Community Food System Assessment Data Collection Table

Using the community food system assessment indicator menu (Worksheet 5), stakeholders select additional indicators for further analysis. When possible, three to five years of trend data should be used to determine a trend pattern. Once trend data is captured, stakeholders determine the status of the indicator with a green, yellow or red circle then discuss whether the indicator is a low, mid or high priority for the community. Comparing county data trends with neighboring counties and state trends is encouraged.

Domain: Human Health & Wellbeing		County:						
Food System Sector	**Indicator**	**County Trend Data**					**Status**	**Priority**
		Year	**Year**	**Year**	**Year**	**Year**	**(🔴 🟡 🟢)**	**(1, 2, 3)**
	[insert indicator here]							
	[insert indicator here]							
	[insert indicator here]							
	[insert indicator here]							
	[insert indicator here]							

Status
🟢 Green = Trend is a positive or healthy direction
🟡 Yellow = Trend is sporadic or flat (no change) and will be monitored
🔴 Red = Trend is a negative or unhealthy direction

Community Priority
1 = Indicator is high priority for community
2 = Indicator is mid-level priority for community
3 = Indicator is low priority for community

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Domain: Environmental Health		County:						
Food System Sector	**Indicator**			**Trend Data**			**Status**	**Priority**
		Year	**Year**	**Year**	**Year**	**Year**	**(● ● ●)**	**(1, 2, 3)**
	[insert indicator here]							
	[insert indicator here]							
	[insert indicator here]							
	[insert indicator here]							
	[insert indicator here]							

Status
● Green = Trend is a positive or healthy direction
● Yellow = Trend is sporadic or flat (no change) and will be monitored
● Red = Trend is a negative or unhealthy direction

Community Priority
1 = Indicator is high priority for community
2 = Indicator is mid-level priority for community
3 = Indicator is low priority for community

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Domain: Social & Cultural Health		County:						
Food System Sector	**Indicator**	**Trend Data**					**Status** (🟢 🟡 🔴)	**Priority** (1, 2, 3)
		Year	**Year**	**Year**	**Year**	**Year**		
	[insert indicator here]							
	[insert indicator here]							
	[insert indicator here]							
	[insert indicator here]							
	[insert indicator here]							

Status
🟢 Green = Trend is a positive or healthy direction
🟡 Yellow = Trend is sporadic or flat (no change) and will be monitored
🔴 Red = Trend is a negative or unhealthy direction

Community Priority
1 = Indicator is high priority for community
2 = Indicator is mid-level priority for community
3 = Indicator is low priority for community

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Domain: Economic Health		County:						
Food System Sector	**Indicator**	**Trend Data**					**Status**	**Priority**
		Year	**Year**	**Year**	**Year**	**Year**	**(● ● ●)**	**(1, 2, 3)**
	[insert indicator here]							
	[insert indicator here]							
	[insert indicator here]							
	[insert indicator here]							
	[insert indicator here]							

Status
● Green = Trend is a positive or healthy direction
● Yellow = Trend is sporadic or flat (no change) and will be monitored
● Red = Trend is a negative or unhealthy direction

Community Priority
1 = Indicator is high priority for community
2 = Indicator is mid-level priority for community
3 = Indicator is low priority for community

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Worksheet 5: Community Food System Data Menu

This is a preliminary menu of food system data and sources categorized by domain and subcategorized by food system sector. This is not an exhaustive list but a sampling of indicators that can be analyzed as part of a community food system assessment. Assessment teams are encouraged to complete a comprehensive community food system assessment and go beyond this list and choose additional food system indicators based on stakeholder interest, relevance to the county, capacity and timelines. County demographic data may beneficial also. Secondary data can be accompanied by primary data collected locally.

Criterion for data selection should include:
- Valid and measurable;
- Available from a reliable and credible source;

- Timely and collected and reported consistently in order to establish trends;
- Publicly available and understandable (transparent);
- Available at the county level with comparisons to regional or state levels; and
- Relevant to supporting the goals of the county and to advance a sustainable food system, which supports healthier Iowans, communities, economies and the environment.

Note: Data often becomes out of date so the source and the link are suggestions for locating county data. Additional searches may be necessary as a result of the release of new data, changes in websites or changes in data collection methods.

The following data sets are the leading sources for amassing food system data:

Data Set	Link
Health Indicators Warehouse	http://www.healthindicators.gov/
Iowa Data Center	http://www.iowadatacenter.org/
Iowa Market Maker	http://ia.marketmaker.uiuc.edu/
Leopold Center for Sustainable Agriculture Economic Impacts of Local Food in Iowa Regional Reports	http://www.leopold.iastate.edu/local-food
US Agriculture Census	http://www.agcensus.usda.gov/
US Census Bureau-State and County Quick Facts	http://quickfacts.census.gov/qfd/index.html
USDA Food Access Research Atlas	http://www.ers.usda.gov/data-products/food-access-research-atlas.aspx#
USDA Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#
USDA National Agriculture Statistics Service	http://www.nass.usda.gov/Quick_Stats/

Key

🟥 **Human Health & Wellbeing Indicators**
🟪 **Environmental Health Indicators**

🟩 **Social & Cultural Health Indicators**
🟦 **Economic Health Indicator**

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Domain: Human Health & Wellbeing

Food System Sector	Indicator[6]	Source	Link
Production	**Pesticide exposure**	Health Indicators	http://www.healthindicators.gov/
Production	**Occupational injury to adults working on farms**	CDC, Occupational Injury Surveillance of Production Agriculture	http://www.cdc.gov/niosh/topics/aginjury/OISPA/injtables.html (data by U.S. region only)
Transformation	**Incidence of nonfatal injuries/illnesses in animal slaughtering and processing (NAICS Code 3116)**	Bureau of Labor Statistics, U.S. Department of Labor, Survey of Occupational Injuries and Illnesses, in cooperation with participating State agencies	http://www.bls.gov/data/ and http://bls.gov/iif/oshwc/osh/os/pr086ia.pdf (state data)
Access & Consumption	**Units of food and water available for emergency preparedness***	Emergency management	
Access & Consumption	**% youth consuming ≥ 5 fruits and vegetables /day***	Iowa Youth Survey (questions B9 + B10)	http://www.iowayouthsurvey.iowa.gov/counties/index.html
Access & Consumption	**% food insecurity rate (adult food insecurity)***	Feeding America, Map the Meal Gap	http://feedingamerica.org/hunger-in-america/hunger-studies/map-the-meal-gap.aspx
Access & Consumption	**% food insecurity rate (child food insecurity)***	Feeding America, Map the Meal Gap	http://feedingamerica.org/hunger-in-america/hunger-studies/map-the-meal-gap.aspx
Access & Consumption	**% infants breastfed at birth***	Iowa Department of Public Health	http://www.idph.state.ia.us/wic/breastfeeding.aspx
Access & Consumption	**% adults consuming ≥ 5 fruits and vegetables /day**	Centers for Disease Control and Prevention (BRFSS)	http://apps.nccd.cdc.gov/brfss/page.asp?cat=FV&yr=2011&state=IA#FV (state data)
Access & Consumption	**% children overweight or obese**	School districts	
Access & Consumption	**% adults overweight or obese**	Centers for Disease Control and Prevention (BRFSS)	http://apps.nccd.cdc.gov/brfss/page.asp?cat=FV&yr=2011&state=IA#FV (state data)

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[6] **Indicators identified with an asterisk (*) were the minimum required elements for the CTG Grantees to complete for their community food system assessment**

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Domain: Environmental Health

Food System Sector	Indicator[7]	Source	Link
Production	**# acres in harvested cropland***	US Agriculture Census (Table 1)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**# acres harvested vegetables, potatoes and melons***	US Agriculture Census (Table 30)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**# acres in orchards***	US Agriculture Census (Table 31)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**# acres in berries***	US Agriculture Census (Table 34)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**Estimated average annual sheet and rill erosion on cropland (tons per acre per year, total cultivated and non cultivated)***	Iowa Daily Erosion Project (township level)	http://wepp.mesonet.agron.iastate.edu/
Production	**# waterways that are very poor, poor or fair***	Iowa Water Quality Index (monthly and annual, data based on waterway)	http://www.igsb.uiowa.edu/wqm/data/wqi/wqi.htm
Production	**# acres irrigated**	US Agriculture Census (Table 1)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**# acres treated with commercial fertilizer**	US Agriculture Census (Table 42)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**# acres treated with manure**	US Agriculture Census (Table 42)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**# acres that were treated with chemicals**	US Agriculture Census (Table 42)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**# acres used for organic production**	US Agriculture Census (Table 43)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**# acres of land enrolled in CRP**	USDA Farm Service Agency (CRP enrollment and rental payments	http://www.fsa.usda.gov/FSA/webapp?area=home&subject=copr&topic=rns-css

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[7] **Indicators identified with an asterisk (*) were the minimum required elements for the CTG Grantees to complete for their community food system assessment**

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Domain: Environmental Health

Food System Sector	Indicator[7]	Source	Link
		by county)	
Waste Management	**# Municipal landfills**	Iowa Department of Natural Resources (Interactive Map)	http://www.iowadnr.gov/Environment/LandStewardship/AnimalFeedingOperations/Mapping.aspx
Waste Management	**% total food waste***	Iowa Department of Natural Resources. Iowa Statewide Waste Characterization Study	http://www.iowadnr.gov/Portals/idnr/uploads/waste/wastecharacterization2011.pdf (Food wastes include food preparation wastes, food scraps and spoiled food. It does not include agricultural or industrial food wastes)
Waste Management	**% total green/organic waste**	Iowa Department of Natural Resources. Iowa Statewide Waste Characterization Study	http://www.iowadnr.gov/Portals/idnr/uploads/waste/wastecharacterization2011.pdf
Waste Management	**# reported manure spills from animal feeding operations**	Iowa Department of Natural Resources (Interactive Map)	http://www.iowadnr.gov/Environment/LandStewardship/AnimalFeedingOperations/Mapping.aspx

Domain: Social & Cultural Health

Food System Sector	Indicator[8]	Source	Link
Production	**# farms***	US Agriculture Census (Table 1)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**# farms marketed products through Community Supported Agriculture (CSA farms)***	US Agriculture Census (Table 44)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**Average age of principal operator***	US Agriculture Census (county profiles)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**# community gardens**	Parks and Recreation Departments,	

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[8] **Indicators identified with an asterisk (*) were the minimum required elements for the CTG Grantees to complete for their community food system assessment**

Domain: Social & Cultural Health

Food System Sector	Indicator[8]	Source	Link
	(public, private, faith-based)*	ISU Extension Horticulturalist, gardening clubs	
Production	# school gardens*	School Principals, school science teacher	
Production	# acres in farms	US Agriculture Census (Table 1 and county profiles)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	Size of farm operations	US Agriculture Census (Table 1 and county profiles)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	# women farm operators	US Agriculture Census (Table 47 and County Profile)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	# organic animal producers	US Agriculture Census (Table 43)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	# farmworkers	US Agriculture Census (Table 7)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	# migrant farm labor	US Agriculture Census (Table 7)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	# industrial animal feeding operations	Iowa Department of Natural Resources	http://www.iowadnr.gov/Environment/LandStewardship/AnimalFeedingOperations/Mapping.aspx
Production	# open feedlots	Iowa Department of Natural Resources	http://www.iowadnr.gov/Environment/LandStewardship/AnimalFeedingOperations/Mapping.aspx
Production	# home gardens	Gardening clubs, Master Gardeners	
Production	# Master Gardeners	County Extension	
Production	# urban farms	City planning and zoning office	
Production	# animal operations with a third-party certification ensuring humane treatment	Regional Food Systems Working Group; farmers' market managers	
Production	# hunters	Dept of Natural Resources; Hunting and fishing licenses	
Production	# fishers	Dept of Natural Resources; Hunting and fishing licenses	

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Domain: Social & Cultural Health

Food System Sector	Indicator[8]	Source	Link
Transformation	**# small-scale food processors (bakeries, dairies, meat lockers, etc.)***	County economic development office (NAICS Code 311)	
Transformation	**# licensed community kitchens***	Local public health agency	
Transformation	**# rendering facilities**	Iowa Department of Natural Resources	http://www.iowadnr.gov/Environment/LandStewardship/AnimalFeeding Operations/Mapping.aspx
Distribution & Retail	**# distributors that specialize in transporting local, farm-fresh products***	County economic development office; chamber of commerce office, Regional Food System Working Group	
Distribution & Retail	**# commercial food and beverage warehouses**	County economic development office; chamber of commerce office	
Distribution & Retail	**# farm stands or u-pick farms***	Local food and farm directory; Regional Food Systems Working Group	
Distribution & Retail	**# of farmers' markets***	USDA Agricultural Marketing Service	http://search.ams.usda.gov/farmersmarkets/
Distribution & Retail	**# supermarkets and grocery stores**	Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#
Distribution & Retail	**# supermarkets and grocery stores per 1,000 residents***	Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#
Distribution & Retail	**# convenience stores per 1,000 residents***	Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#
Distribution & Retail	**# stores authorized to accept Food Assistance (SNAP)***	Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#
Distribution & Retail	**# stores authorized to accept WIC***	Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#

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Domain: Social & Cultural Health

Food System Sector	Indicator[8]	Source	Link
Distribution & Retail	# fast food (limited service) restaurants*	Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#
Distribution & Retail	# full-service restaurants*	Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#
Distribution & Retail	# supercenters and warehouse club centers	Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#
Distribution & Retail	# convenience stores	Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#
Distribution & Retail	# food hubs	USDA Agricultural Marketing Service	http://www.ams.usda.gov/AMSv1.0/getfile?dDocName=STELPRDC5091437
Access & Consumption	# food pantries or emergency food providers (soup kitchens, food shelves, etc.)*	Iowa Food Bank Association, Community Action Program	
Access & Consumption	# pounds or # meals distributed by food pantries*	Iowa Food Bank Association, Community Action Program	
Access & Consumption	# foodborne outbreaks*	Local public health agency	
Access & Consumption	# housing units without a car and live more than 1 mile from a supermarket or grocery store*	Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#.
Access & Consumption	# seniors living more than 1 mile from a supermarket or grocery store*	Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#.
Access & Consumption	Food deserts (low access measured as living far from a supermarket, where 1 mile was used in	Food Access Research Atlas (formerly the Food Desert Locator)	http://www.ers.usda.gov/data-products/food-access-research-atlas.aspx#.UVC5xFs4WWU

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Domain: Social & Cultural Health

Food System Sector	Indicator[8]	Source	Link
	urban areas and 10 miles was used in rural areas to demarcate those who are far from a supermarket*		
Access & Consumption	**# middle and high schools offer sugar-sweetened beverages as competitive foods**	School district principals; Reference: Children's Food Environment State Indicator Report	
Access & Consumption	**# middle and high schools offer less healthy foods as competitive foods**	School district principals; Reference: Children's Food Environment State Indicator Report	
Access & Consumption	**# middle and high schools that allow advertising of less healthy foods and beverages**	School district principals; Reference: Children's Food Environment State Indicator Report	
Access & Consumption	**# Farm to School programs**	School districts; Iowa Department of Agriculture and Land Stewardship	
Access & Consumption	**Average monthly WIC participation rate**	Local WIC Agency	
Access & Consumption	**Average monthly Food Assistance (SNAP) recipients/households**	State Data Center of Iowa	www.iowadatacenter.org > Data > Iowa Dept of Human Services
Access & Consumption	**% Free and Reduced school lunch (building and school district levels)**	Iowa Department of Education	http://educateiowa.gov/index.php?option=com_docman&task=cat_view&gid=131&Itemid=55
Access & Consumption	**# summer food service programs**	Iowa Department of Education	http://educateiowa.gov/index.php?option=com_content&view=article&id=372&Itemid=1331
Access &	**# living more than 1 mile**	Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#.

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Domain: Social & Cultural Health			
Food System Sector	**Indicator[8]**	**Source**	**Link**
Consumption	**from a supermarket or grocery store**		
Access & Consumption	**# low-income who live more than 1 mile from a supermarket or grocery store**	Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#.
Access & Consumption	**# children (<18) living more than 1 mile from a supermarket or grocery store**	Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#.
Access & Consumption	**# baby-friendly hospitals**	Baby-Friendly USA	http://www.babyfriendlyusa.org/find-facilities
Access & Consumption	**# farms that participate in agritourism**	Regional Food Systems Working Group; US Agriculture Census (Table 6)	http://www.agcensus.usda.gov/Publications/2007/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Waste Management	**Access to finished compost or woodchips***	Municipal or county recycling center; garden centers	
Waste Management	**City food compost pickup***	City government services	
Waste Management	**# compost and mulch facilities**	Municipal or county recycling center; garden centers	

Domain: Economic Health

Food System Sector	Indicator[9]	Source	Link
Production	**Farm income (value of sales)***	US Agriculture Census (Table 1 and county profiles)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**Average farmworker wage (payroll divided by # workers)***	US Agriculture Census (Table 7)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**# livestock and poultry producers**	US Agriculture Census (Table 1 and county profiles)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**# cattle and calves**	US Agriculture Census (Table 11)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**# hogs and pigs**	US Agriculture Census (Table 12)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Production	**# poultry (layers, broilers, turkeys, etc.)**	US Agriculture Census (Table 13)	http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Iowa/
Transformation	**% of food manufacturing establishments that preserve fruits and vegetables (NAICS Code 31142)***	2007 Economic Census, Manufacturing, Iowa Data NAICS Code 31142; Economic Development; Regional Food Systems Working Group	http://factfinder.census.gov/servlet/IBQTable?_bm=y&-geo_id=04000US19&-fds_name=EC0700A1&-ds_name=EC0731A1&-_lang=en
Transformation	**% animal slaughtering and processing with less than 20 employees (NAICS Code 311615)**	US Census Bureau, Sector 31: EC0731A1: Manufacturing: Geographic Area Series: Industry Statistics for the States, Metropolitan and Micropolitan Statistical Areas, Counties, and Places: 2007. NAICS Code 311615	http://factfinder.census.gov/servlet/IBQTable?_bm=y&-geo_id=04000US19&-fds_name=EC0700A1&-ds_name=EC0731A1&-_lang=en. No data is available for these NAICS Codes in 2002 or 1997
Transformation	**% poultry processing with less than 20 employees (NAICS Code 311615)**		

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[9] **Indicators identified with an asterisk (*) were the minimum required elements for the CTG Grantees to complete for their community food system assessment**

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Domain: Economic Health

Food System Sector	Indicator[9]	Source	Link
Distribution & Retail	**$ value of agricultural products sold directly to individuals for human consumption (as compared to the % of total agriculture sales)***	US Agriculture Census	http://www.agcensus.usda.gov/Publications/2007/Online_Highlights/County_Profiles/Iowa/index.asp; 1997 and 2002 State
Distribution & Retail	**# food system jobs (% of total jobs)**	US Bureau of Labor Statistics, Quarterly Census of Employment and Wages	http://www.bls.gov/data/
Distribution & Retail	**Average hourly wage for food system jobs**	US Bureau of Labor Statistics, Quarterly Census of Employment and Wages	http://www.bls.gov/data/
Access & Consumption	**% food consumed grown in county**	Regional Food Systems Working Group	
Access & Consumption	**% population employed**	US Census	http://factfinder2.census.gov/
Access & Consumption	**Median household income**	US Census	http://factfinder2.census.gov/
Access & Consumption	**Number in poverty**	State Data Center of Iowa	www.iowadatacenter.org > Data > Small Area Income and Poverty Estimates
Access & Consumption	**% redemption of food and nutrition assistance program benefits (SNAP EBT + WIC FMNP + WIC CVV + Senior FMNP)***	Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#.
Access & Consumption	**% farmers' markets accept SNAP EBT, WIC FMNP, WIC CVV, Senior FMNP***	USDA Agricultural Marketing Service	http://search.ams.usda.gov/farmersmarkets/ (select 'Payment Accepted')
Access & Consumption	**Ave expenditures on food purchased at fast food (limited-service)**	Food Environment Atlas	http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#.

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Domain: Economic Health			
Food System Sector	**Indicator[9]**	**Source**	**Link**
Waste Management	**Fossil fuel expenditures farm production expense**	USDA NASS Census of Agriculture, farm production expenses	http://www.nass.usda.gov/Statistics_by_Subject/Economics_and_Prices/index.asp
Waste Management	**Commercial fertilizer expenditures**	USDA NASS Census of Agriculture, farm production expenses	http://www.nass.usda.gov/Statistics_by_Subject/Economics_and_Prices/index.asp

Worksheet 6: Community Food System Plan

There are many tools available to public health practitioners that assist with planning and implementing new initiatives. Adopt a planning framework that you most commonly use or use a logic model as a framework for planning and evaluation. Establishing a plan will guide the implementation and evaluation of a food system initiative. Effective food system initiatives are innovative strategies for changing policies, systems and environments that can advance a healthy, sustainable food system.

Section 1	
Food System Priority (indicator(s)):	
Food System Sector(s):	
Food System Objective:	
Description of the Objective (why is it a priority):	
Type of Intervention (Level(s) on the Spectrum of Prevention):	
Potential Number of People Reached:	
Describe how this plan links with the state-wide food system plan *Cultivating Resilience*:	

Section 2			
Implementation Action Steps	**Stakeholder(s) Responsible**	**Due Date**	**Resources Needed**

Section 3			
Evaluation Action Steps	**Stakeholder(s) Responsible**	**Due Date**	**Resources Needed**

Section 4			
Reporting Action Steps	**Stakeholder(s) Responsible**	**Due Date**	**Resources Needed**

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Worksheet 7: Community Food Systems Outcomes Report

Use the following outline to construct an outcomes report about food system initiatives in your county.

1) **Process evaluation** addresses questions related to how a food system plan is implemented. It compares what was planned to happen with what actually happened and addresses why an initiative succeeded, failed or requires revising. Examples of questions to ask include:
   a) Were any action steps skipped?
   b) Did you use multiple data collection methods?
   c) How effective was the implementation phase of the community food system plan?
   d) What resources were used? Was the plan on budget?
   e) Are there any areas that went unaddressed? If so, why?
   f) What challenges were encountered?
   g) What adjustments were made to the plan?
   h) What unexpected successes were gained?
   i) What unintended consequences resulted from the plan?
   j) Did the plan attract new stakeholders?
   k) What new partnerships were formed?
   l) What were key lessons learned?

2) *Impact evaluation* assess whether a food system plan achieved intermediate or long-term changes in the community. Examples of questions to ask include:
   a) What policies (public, organizational, community) were implemented that support a healthy, sustainable food system?
   b) How many individuals benefitted from this initiative?
   c) What changes were made to built environments that support a healthy, sustainable food system?
   d) What changes were made to natural environments that support a healthy, sustainable food system?
   e) How did this plan impact the health of individuals in the community?
   f) How did this plan impact the economic health of the community?
   g) How did this plan impact the ecological health of the community?
   h) How did this plan impact the social and cultural health of the community?

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